



Training Courses 2008

Knowledge, Skills and Strategies for Professionals

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Welcome to the NGO Management School

Managing and leading an NGO is becoming increasingly complex and sophisticated. More and more NGOs are coming to realize that a widening range of knowledge, skills and strategies are necessary to achieve results, to enhance their impact and to remain effective in the work they do. The NGO Management School (NMS) provides training for professional and effective NGO management. Together with local partner organisations, we bring management courses nearby to you and make training easily available to NGOs and other civil society organisations. We jointly organise and deliver courses that can be adapted to the needs of the participants and their organisations. NMS is a non-profit institution.

The focus of our training courses is on gaining a thorough understanding of key concepts of NGO management, sharpening practical skills and developing strategies that you can immediately use in your work. We address real-life problems in a participatory and interactive learning environment to help you enhancing your management capacity. Participating in our courses helps you to move forward in your job and career.

NMS assists your organisation in management capacity building and in strengthening organisational efficiency. We provide managers and leaders with what is needed to achieve their organisation's objectives and to look beyond to contribute actively in developing new approaches for the communities they serve.

The NGO Management School's mission is to assist NGOs in the North and the South in developing sustainable management capacity to take effective action for the benefit of the communities and causes they serve.

To this purpose, the NGO Management School makes training and learning opportunities easily accessible to NGOs by bringing courses close to where participants live and work. We are committed to working in partnership with local organisations, to ensure that course curricula are needs-led and that course fees are fair.

A. NMS Training courses

1. Benefits for participants

As a participant, you benefit from the following advantages common to all NMS training courses:

1. Courses are for practitioners and help you to move forward in your job and in your career

You learn about the key concepts of management, different management tools and techniques as well as how to develop appropriate strategies to achieve your organisation's aims. You learn how to apply these in real situations. Our courses focus on real-life examples, group exercises and teamwork, the exchange of good practises and lessons learned and the sharing of experiences and insight. We favour creative and innovative approaches. During each course, we highlight and examine current debates and challenges about the subjects taught. Senior NGO training professionals design our courses. Qualified and experienced trainers conduct the courses.

2. Participants develop an individual project during each training course

You can choose among the subjects taught in a course relevant to your own work and career. Participants help each other to develop their projects during working group meetings.

3. Each participant obtains an individual consultation

You obtain an individual consultation from the trainer during or after the course on how to further develop a project of your own, or on another subject of your choice.

4. Courses take place nearby

NMS and its local partner organisation bring courses to your country. Our trainers travel to your region to save you time and travel costs.

5. Course fees are fair

NMS is a non-profit institution at the service of other non-profit organisations. We do our best to keep costs down.

2. Courses

All courses are based on results-based management. Courses are conducted in English, if not mentioned otherwise. The following courses are available:

- Essentials of NGO Management
- Project Proposals for Results
- Financial Management for Non-Finance Executives
- Working Successfully in a Team
- Building and Leading Effective Teams
- Strategic Planning
- Monitoring and Evaluation
- Project Planning and Management with Logical Framework Approach
- Essentials of Human Resource Management
- Community Stakeholder Engagement
- Effective Programme Disengagement.

Essentials of NGO Management (five days)

How to manage and lead an NGO

Course overview

The provision of quality services to beneficiaries is the foundation stone for a successful NGO. Competition among NGOs in the delivery of services and in the acquisition of donor funding is rising. To achieve success, NGOs have to continually improve and professionalize their work, which puts more and more demands on the management and leadership of an organization.

This comprehensive five-day course "Essentials of NGO Management" provides you with core knowledge, practical skills and tools to manage and lead effectively a non-profit organization. In this course, you first discuss perspectives and challenges of sustainable development and main criteria of donor agencies. You then learn how projects are developed and managed. Strategic planning starts with an assessment of where your organization is now and how you may review and adapt the organizational and management structure of an organization to achieve its objectives. You learn how to design a development plan for the NGO and how to prepare an annual plan and plan of action.

Participants will learn about the dynamics of communication and team building, successful negotiations and conflict resolution. Special attention is given to the participants' behavioural competencies in managing and leading a NGO. Solid governance and a well-functioning board are crucial for the sustainability of the organization. You learn how to develop a sound human resources policy and how to put it into practice - management is, in the end, "the art of getting things done through people" (Mary Parker Follet).

Participants can select a topic of their choice among the subjects of the course to develop an individual project for their organization or for their own use. Such projects can be discussed in working groups and with the trainer to develop and complete your project.

Who should attend

The course will benefit in particular:

- Executive directors
- Directors and department heads of NGOs
- Project and programme managers
- Team leaders
- Founders and board members of NGOs
- Consultants who carry out assignments for NGOs

Learning objectives: How you and your organisation will benefit

On this course, participants will be able to:

- Understand the role and challenges of the NGO vis-à-vis the development concerns of the community
- Become familiar with the project development cycle for NGOs
- Describe the different criteria of donor agencies in supporting a project
- Formulate and carry out a self-assessment of an NGO
- Learn how to define the vision, mission and goals of an NGO
- Formulate an organizational strategy, an annual plan, a budget, a finance plan and a plan of action
- Enhance team building processes
- Learn how to negotiate successfully and how to resolve conflicts
- Improve communication and reporting skills
- Gain insight into networking and partnership approaches
- Distinguish between leadership and management
- Foster behavioural competencies to manage and lead an NGO
- Gain insight into governance and board development
- Learn how to develop a successful human resources policy.

Course programme

Day 1	Development Perspectives <ul style="list-style-type: none">• Sustainable development: concepts and perspectives• Fundraising, relations with donors and donors criteria for funding• Project development cycle
Day 2	Strategic Management Planning <ul style="list-style-type: none">• Strategic planning 1: Where are you now? Self-assessment• Strategic planning 2: Where do you want to go? Vision-mission-goals• Strategic planning 3: How do you get there? Planning, budgeting and financing
Day 3	<ul style="list-style-type: none">• Strategic planning 3 (continued): Budgeting and financing, plan of action• Organizational Culture• Communication and reporting basics• Team building
Day 4	<ul style="list-style-type: none">• Leadership and management• Relationships and partnerships with beneficiaries, clients, partners• Negotiations• Conflict resolution
Day 5	Governance <ul style="list-style-type: none">• Governance and board development• Human resources policy, staffing, salaries, organisation chart• Monitoring and assessment of organizational results

Project Proposals for Results (three days)

How to prepare and successfully present a project proposal

Course overview

A lot of worthy projects cannot take off due to the lack of funding. Many donor agencies find it difficult to giving support to NGO projects due to an incomplete or unsatisfactory project proposal. At the end, communities may not obtain the assistance or service they need, despite the efforts of the NGO.

During this three-day course Project Proposals for Results, participants learn the skills and practical tools needed to successfully plan and present a real-life project in three steps. To this purpose, participants will first learn to define a project and its objectives. The second step is to plan the project and the resources needed and to prepare the presentation in writing. The third step is to practice and discuss the presentation of the project proposal among participants.

As a participant, you can develop your own project proposal during the course. The course trainer will provide individual advice on each project proposal.

In this participatory and highly interactive course, participants are encouraged to share their experiences, good practices and lessons learned to further enhance learning opportunities.

Who should attend

The course will benefit all persons who participate in the formulation of project proposals, including:

- Directors and department heads who lead the project planning process
- Project managers with little experience
- Newly appointed project managers
- Team leaders of a project
- NGO staff, community leaders and officers involved in designing and implementing a project.

Learning objectives: How you and your

On this course, participants will be able to:

- Become familiar with the project development cycle in the NGO context

organisation will benefit

- Describe and gain insight into the different criteria of donor agencies in supporting a project
- Identify projects which match an organization vis-à-vis long-term goals
- Define project objectives and the resources needed to implement it
- Learn how to plan the implementation of a project and to monitor its progress
- Develop a presentation format for the project proposal
- Practice their project presentations with other course participants.

Course programme

Day 1	Overview <ul style="list-style-type: none">• Project Development Cycle• Donors' criteria• Project planning• Revisiting Vision-Mission-Goal• Project Identification• Formulating the Project Outline
Day 2	Project Formulation <ul style="list-style-type: none">• Cover Sheet• Executive Summary• Statement of the Problem• Project Objectives• Project Beneficiaries• Project Activities• Project Budget• Project Management• Monitoring and Evaluation• Reporting Requirements
Day 3	Project Proposal Presentation <ul style="list-style-type: none">• Packaging• Presentation Skills• Individual Presentation of the Project Proposal

Financial Management for Non-Finance Executives *(three days)* *How to manage financial resources effectively and efficiently*

Course overview

The three-day course Financial Management for Non-Finance Executives is aimed at equipping NGO leaders, managers, and board members with the knowledge and skills to effectively and efficiently manage the financial resources of an NGO towards sufficiency.

To reach this aim, participants learn the basics of financial management concerning accounting principles, how to best monitor revenue and expenses, how to analyze and interpret budgets, financial statements and reports, what are financial causes and effects that make an NGO successful or failing, how to define strategies and make decisions concerning resource generation and investments, and how to prepare financial planning and budgeting.

NGOs operate on limited resources - finances, staff and time - to conclude projects and programs successfully. To cope with the limited resources, the participants of this course acquire basic knowledge on financial management and learn to utilize a number of key decision-making tools. This course aims at enhancing the participants' knowledge and sharpening their skills so that they are able to take action confidently and at the right time in order to manage resources efficiently in the present and sufficiently for the future.

Who should attend

The course will benefit leaders and managers who are responsible for, or participate in the formulation of the financial strategy and budget of their organization, and managers who are responsible for the implementation of strategies and annual plans. Participants should have basic experience in managing finances of an organization. This course is designed for:

- Executive directors, regional directors, unit directors
- Department heads
- Senior project managers
- Board members
- Founders of NGOs
- Consultants who provide services to NGOs

Learning objectives: How you and your organisation will benefit

On this course, participants will be able to:

- Gain insight into finance and funding challenges of development work and current trends
- Know the basic principles of accounting
- Become familiar with the financial link and interplay of balance sheet, statement of operations and statement of cash flow
- Demonstrate the different approaches to financial analysis: Cash Flow Analysis, Ratio Analysis
- Analyse and interpret budgets, financial statements and reports
- Acquire practical tools in assessing operations' performance in relation to resources used
- Identify different financial causes and effects of a successful and a failing NGO
- Gain insight in how to improve resource mobilization strategies
- Acquire key tools to facilitate decision-making to achieve financial effectiveness and efficiency
- Understand the terminology of finance and develop a better understanding of the functions of financial management

Course programme

<p>Day 1</p>	<p>Finance Overview</p> <ul style="list-style-type: none"> • Aims of financial management • Finance and funding challenges and trends • Role of donor agencies • Role of government <p>Finance Walk: Numbers tell Stories</p> <ul style="list-style-type: none"> • Accounting and finance: Generating data and making strategic decisions • Ailment and treatment of a failing organization • Financial link: Relationship between financial statements
<p>Day 2</p>	<p>Financial Diagnostics</p> <ul style="list-style-type: none"> • Programs and projects of NGOs • Systems and procedures • Allocations and restrictions • Self-help organizations and enterprises assisted by NGOs • Working capital cycle • Investment valuation • Financial measurements
<p>Day 3</p>	<p>Resource Generation and Decision Making towards Self-Sustainability</p> <ul style="list-style-type: none"> • Financial decision-making • Budgeting • Standards and trends

Working successfully in a Team (2 days)

How to contribute towards achieving the aims of your team

Course overview

Teamwork is essential for the success of any organization. In good teams, members develop synergies, meaning that their cooperation leads to an added value for the team which is greater than the combined individual output. Working in such a team leads to creative solutions, effective problem-solving and results that matter for the team and its members.

To be part of such a working environment is much more satisfying, and more fun, than working with people who only look after their own interests, or don't care. Stressful situations often also arise if team members have conflicting agendas, lack mutual trust or are in competition with each other.

In this highly interactive course, participants learn what good teams are made of and how they can develop and expand their skills to become successful team members. Participants learn how to work better together in a team, how to develop and improve professional and personal relationships in a team environment and how to overcome obstacles to contribute towards achieving the team's aims.

Who should attend

This course is intended for all staff members, officers and senior personnel working in a team and who wish to contribute fully towards achieving the team's objectives:

- Field staff
- Team leaders
- Project and programme managers
- Administration and finance personnel
- Interns and volunteers
- Heads of offices
- Senior managers and executive directors
- Board members

Learning objectives: How you and your organisation will benefit

On this course participants will be able to

- Define good team work in the context of development and humanitarian work
- Learn key skills how to become an effective team member
- Improve communication with other team members and superiors
- Learn how to contribute towards meetings
- Understand the causes of conflicts within a team and how to address and resolve them.

Course programme

Day 1	<ul style="list-style-type: none">• Distinguishing different types of teams and their objectives• Defining successful team work• Defining effective team members• Developing and expanding key skills to become an effective team member
Day 2	<ul style="list-style-type: none">• Working in a team: Attaining objectives, maintaining coherence and motivation• Enhancing communication and reporting• Contributing towards meetings• Identifying and resolving conflict

Building and Leading Effective Teams (2 days)

Knowledge and Skills for High Impact Leadership

Course overview

For successful leadership, the team leader should lead by example, with enthusiasm and inspiration, recognizing member accomplishments, coaching and helping members to solving problems. To achieve the team's objectives, the team leader needs to focus on the team members, their creative ideas and input. This approach helps the leader to keep the team motivated and on track for results.

The team leader facilitates cooperation among people of diverse skills and backgrounds to develop synergies and to maximize their strengths. To establish and maintain a cooperative environment of trust and creativity is one of the main tasks of a successful team leader. Such an environment is conducive for dialogue and debate within the team, helps to shape team consensus and is crucial for the good and productive functioning of a team. To this purpose, the team leader should adopt an open door policy for team members to come up with questions or for discussion.

For this cooperative process, the team leader needs to acquire and improve communication skills to successfully conduct debates and negotiations, to facilitate decision-making and conflict resolution.

Who should attend

In this course, participants will gain essential knowledge and skills required by a team leader. It is intended in particular for:

- Team leaders
- Project and programme managers
- Heads of department
- Heads of office
- Senior managers and executive directors

Learning objectives: How you and your organisation will benefit

On this course participants will develop their leadership skills in:

- Organizing a team around the team's objectives
- Establishing a plan of action for the team and monitoring its implementation
- Managing a team and team dynamics between team members and groups within the team
- Improving communication within the team and with management
- Understanding and resolving conflict
- Identifying effective leadership and management approaches
- Negotiating for better outcomes

Course programme

Day 1	<p>Building Teams that Work</p> <ul style="list-style-type: none"> • Organising a team • Defining the team's objectives • Putting the right people on the right posts • Managing team dynamics • Integrating new members
Day 2	<p>Leading a Team for Results</p> <ul style="list-style-type: none"> • Improving communication: Interpersonal skills, meetings and reporting • Facilitating time management, using coaching techniques • Resolving conflict: Coping with difficult situations and difficult people • Developing leadership and management approach • Improving negotiation and decision-making skills

Strategic Planning (4 days)

How to create and put into practice successfully a strategic plan for an organisation

Course overview

Strategic planning helps an organisation to formulate a strategy how to best achieve its goals and how to define an operational plan to get there. It looks into the future and provides direction for the entire organisation. Strategic planning helps non-government and non-profit organizations to determine the process to achieve results and goals over several years. As a management tool, strategic planning aids the organisation in its quest for excellence in attaining its goals.

In the past, the term “long-term planning” was most often used in this context. However, the two are different: Strategic planning is responsive to a dynamic and changing environment. Long-range planning is based on the assumption that an extrapolation from the past and present circumstances into the future is sufficient to define a plan and to ensure its implementation. It is based on a stable environment.

In this four-day course, participants first learn how to assess their organisation’s internal factors and external circumstances - *where are you now*. The next step – *where do you want to go* - is to define organisational goals and to determine strategic options to achieve these goals. Vision and mission statements are reviewed and goals and objectives are set. The strategic plan – *how to get there* - is formulated based on the selected strategic option. Afterwards, participants translate strategic plans into operational plans by defining appropriate programs and projects, by establishing a plan of action and formulating performance indicators in key result areas. The last step is to identify and budget the resources needed and to examine external support mechanisms for this process.

The training consists of structured learning exercises, case studies, workshops, lectures and discussions.

Who should attend

All managers and leaders involved in the development of an organisation’s strategy and strategic plans, in particular:

- Executive directors
- Department directors
- Programme coordinators
- Heads of office
- Heads of Administration
- Senior project Managers
- Board members

Learning objectives: How you and your organisation will benefit

On this course, participants will be able to:

- Trace the origin of strategic planning
- Explain the relevance and advantages of strategic planning in development work
- Assess an organisation’s:
 - Strengths and weaknesses
 - External opportunities and threats
- Define an organisations’ goals and its strategic options
- Formulate a strategic plan
- Translate the formulated plan into an operational plan and create an efficient plan of action
- Define necessary resources and outline a budget for the successful implementation of the operational plan
- Design an effective mechanism to monitor its implementation

<p>Day 1</p>	<p>Strategic Planning as a Management Tool</p> <ul style="list-style-type: none"> • Purpose and Benefits • Framework of Strategic Planning: Defining the Steps from the Planning Board to the Action Plan <p>Where Are You Now? Assessing Internal and External Circumstance</p> <ul style="list-style-type: none"> • Identifying Strengths and Weaknesses of your Organization (SWOT analysis) • Detecting Opportunities and Threats in your external environment • Mapping stakeholders' needs
<p>Day 2</p>	<p>Where Do You Want To Go? Upstream Planning: Formulating a Strategic Plan</p> <ul style="list-style-type: none"> • Revisit your Vision and Mission statements • Goals-Objectives Setting • Identifying strategic options • Formulating your strategic plan
<p>Day 3</p>	<p>How Do You Get There? Downstream Planning Towards an Operational Plan</p> <ul style="list-style-type: none"> • Key Result Areas • From strategy to action: Defining Programs and Projects • Designing the plan of action and establishing milestones • Monitoring: Measuring Performance Indicators
<p>Day 4</p>	<p>How Do You Get There? Downstream Planning (continued)</p> <ul style="list-style-type: none"> • Defining human resources needed • Budgetary planning • Generating external support • Internal and external communication

Monitoring and Evaluation (5 days)

How to prepare and successfully implement a monitoring and evaluation plan

Course overview

Monitoring and evaluation provide answers to questions regarding the output, effects and impact of the project or program in the life of the target population. It establishes the necessary linkage among a set of activities undertaken in project planning and management: identification of problems, feasibility study, design of the project/program, approval process, organization, implementation and supervision processes, completion, evaluation and follow-ups.

Information secured through monitoring and evaluation must be relevant, i.e. geared to specific needs of program and project administrators; timely, i.e. available and accessible at the time decisions are taken; and accurate, i.e. reliable and empirically verifiable.

The course helps the participants to determine the relationship between program inputs, activities and outputs as well as the influence of external factors on program performance. It provides tools for improving project and program management. This course aids the participants in determining the results attained by the project activities designed to accomplish goals and objectives.

During the course, the participants will develop monitoring and evaluation plans in

work groups or individually. The results will be presented by the participants and debated. The course is highly interactive and will enable the participants to develop tools that will help them to monitor, assess and evaluate their projects on a periodic basis.

Who should attend

The course will benefit in particular:

- Project managers
- Supervisors and department heads who lead the project planning process
- Team leaders of a project
- NGO staff, community leaders and officers involved in designing and implementing a project

*Learning objectives:
How you and your organisation will benefit*

On this course, participants will be able to:

- Understand the role and challenges of NGOs vis-à-vis the development concerns of the community
- Become familiar with the project development cycle
- Describe the different criteria of donor agencies in supporting and assessing a project or program
- Define the key concepts of monitoring and evaluation
- Illustrate the framework of monitoring and evaluation
- Discuss the different methodologies and tools for monitoring and evaluation
- Design and formulate tools for monitoring and evaluating programs and projects.

Course programme

Day 1	<p>Introduction</p> <ul style="list-style-type: none"> • Development Perspectives and Goals • Donor Criteria for successful Project and Program Management • Project Development Cycle • Definition of the Key Concepts • Logical Framework Analysis <p>Overview Monitoring and Evaluation</p> <ul style="list-style-type: none"> • Definition of the Key Concepts • Logical Framework Analysis
Day 2	<p>Methodology for Monitoring</p> <ul style="list-style-type: none"> • Qualitative Indicators and Methods - Review of Facilitating Skills • Quantitative Indicators and Methods - Review of Interviewing Techniques • Combination of qualitative and quantitative methods <p>Methodology for Evaluation</p> <p>Five key evaluation questions:</p> <ul style="list-style-type: none"> • Relevance • Effectiveness and Efficiency • Impact and Sustainability • Differences in the use of these criteria among international agencies
Day 3	<p>Designing the Monitoring and Evaluation Plan</p> <ul style="list-style-type: none"> • Organization and Coordination • Developing Performance Indicators • Formulating the Terms of Reference and the Questionnaire • Preparing Monitoring Forms and Accomplishment Reports <p>Workshops on Developing Monitoring and Evaluation Plans</p> <ul style="list-style-type: none"> • Group work on case studies

Day 4	Continuation of Workshops on Development of Monitoring and Evaluation Plans <ul style="list-style-type: none"> • Group work on case studies • Presentation of monitoring and evaluation proposals • Discussion of proposals
Day 5	Troubleshooting <ul style="list-style-type: none"> • Monitoring of information and information flow • Indicators and Evaluations • Implementation of recommendations • Summary of good practices and lessons learned

Project Planning and Management with Logical Framework Approach (3 days)

How to design, present and monitor projects with the help of a concise and simple table

Course overview

The logical framework approach (LFA) is a management tool to design and manage projects. This approach leads towards the presentation of key project information in a simple table, the log frame.

The log frame summarizes long and short term levels of project objectives and respective measures for assessing progress.

The log frame provides a logical, practical and transparent project summary for all stakeholders. It helps to communicate a project outline clearly on one or two sheets of paper and thus should facilitate a participatory approach in project management. A majority of international funding institutions and donors require the use of LFA as a method of developing and presenting a project proposal and to monitor its implementation.

Who should attend

This course is intended in particular for:

- Project Managers
- Project team leaders
- Programme Managers
- Heads of Department
- Heads of Office
- Desk Officers

Learning objectives: How you and your organisation will benefit

On this course participants will be able to:

- Become familiar with the origin and development of LFA
- Define the characteristics and main elements of project design and management with LFA as planning tool
- Organise problem and stakeholders analysis in a participatory approach
- Translate results of analysis into objectives
- Identify a strategy to achieve objectives which takes into account stakeholder capacity and resources
- Identify activities necessary to achieve objectives
- Learn how to develop measurable progress indicators and how to collect information to verify indicators
- Take stock of external risks and assumptions which will influence the project design and its implementation
- Write and present a log frame for a project
- Learn how to update a log frame during the project lifecycle.

Course programme

Day 1	Overview <ul style="list-style-type: none">• What is logical framework analysis (LFA)• Why LFA is useful and how to use it• Identifying characteristics of LFA model• How to develop a LFA matrix Step One: Establishing Objectives <ul style="list-style-type: none">• Problem Analysis• Stakeholder Analysis
Day 2	Step One (continued) <ul style="list-style-type: none">• Defining project objectives and strategies• Setting up activities needed to achieve objectives• Listing resources required Step Two: Identifying Indicators and Means of Verification <ul style="list-style-type: none">• How to measure progress and results• Developing indicators• How to gather information needed to verify indicators
Day 3	Step Three: Considering Risks and Assumptions <ul style="list-style-type: none">• Identifying external factors necessary to achieve project objectives• Risk Analysis• Analysing assumptions Step Four: Using the Log Frame during Project Implementation <ul style="list-style-type: none">• Using the log frame for project presentations and reporting• Updating the log frame during implementation of the project

Essentials of Human Resource Management (5 days)

How to lay the foundation for a solid approach in Human Resources

Course overview

People are an organisation's most important resource and asset. Good management of individuals and the workforce is crucial to attain the organizational goals and objectives. This intensive five-day course for practitioners provides a comprehensive and solid foundation in human resource management.

During the first two days, participants will learn how to carry out hiring processes and how to develop adequate compensation with the development of a salary policy, social benefits and contracts. During days three to five, participants will learn and practice how to develop a HR strategy and guidelines, how to develop procedures for job evaluations, promotions and training programmes for the workforce. Particular emphasis is placed on managing intercultural and gender issues. Participants will learn how to develop a plan for HR development, how to communicate HR strategies with employees effectively and how to manage stress and conflict.

During the course, real-life HR issues and experiences are discussed and shared to develop the participant's knowledge, skills and mindsets on HR Management. Participants will gain a hands-on experience in the actual preparation, building and implementation of a HR policy.

Who should attend

This basic HR training course is designed for those who already have some responsibility on HR or who may be taking on such responsibility. It is intended in particular for:

- HR managers and practitioners
- Administrators
- Experienced managers who are new to HR or pursuing a career change
- Project managers
- Heads of mission
- Executive Directors of smaller NGOs.

*Learning objectives:
How you and your
organisation will benefit*

On this course participants will be able to:

- Define the main functions of HR management
- Establish effective recruitment and selection techniques
- Develop basic compensation and benefits packages
- Use appropriate tools and checklist for human resource management
- Develop different strategies for a human resource policy
- Create a human resources strategy and plan
- Realize job evaluations, define criteria for promotions and outline staff training programmes
- Deal with intercultural and gender issues
- Learn how to deal with stress and conflict
- Communicate HR issues effectively.

Course programme

Day 1	<p>Defining Human Resources</p> <ul style="list-style-type: none"> • What is Human Resource Management and Development • Why do we need to develop and manage our human resources • Developing our workforce: Aligning individual goals to the organization's vision and mission <p>Getting the Best Employees: Hiring Processes</p> <ul style="list-style-type: none"> • HR needs analysis • Crafting the job description • Recruitment and selection process: Getting the right fit for the right job • Interview preparation, techniques and testing
Day 2	<p><i>Hiring Processes (continued)</i></p> <ul style="list-style-type: none"> • Selecting the right person for the right job • Managing intercultural and gender Issues • Integrating new employees <p>Compensation Management</p> <ul style="list-style-type: none"> • Designing and carrying out job evaluations • Defining salary policy and scaling • Identifying social benefits • Establishing contracts
Day 3	<p>Developing HR Management Policies and Guidelines</p> <ul style="list-style-type: none"> • Identifying and establishing the legal framework: international/local contexts • Designing workforce strategy and planning • Establishing internal regulations and guidelines • Documenting and filing HR processes • Distinguishing various types of HR software
Day 4	<p>Human Resource Development</p> <ul style="list-style-type: none"> • Managing performance evaluations • Creating a development plan • Planning and developing individual careers • Coaching and Mentoring • Succession planning • Developing and carrying out training needs analysis and outlining

	<p>training programmes</p> <ul style="list-style-type: none"> • Dealing with HR exits
Day 5	<p><i>Human Resource Development (continued)</i></p> <ul style="list-style-type: none"> • Managing intercultural and gender issues at the workplace • Managing stress and conflict <p>Communicating HR Strategies with Employees</p> <ul style="list-style-type: none"> • Defining principles of communication on HR issues • Communicating policies • Monitoring and Ensuring compliance to HR policies • Sharing best practices and HR tools.

Community Stakeholder Engagement (5 days)

How to develop a stakeholder capacity building agenda

Course overview

Participatory development is the most important approach towards enabling communities to help themselves and sustain efforts in development work. Communities are no longer seen as recipients of development programmes; rather, they have become critical stakeholders that have an important role to play in the management of projects in their areas. This training is the first step towards building their capacities to effectively participate in identifying and responding to community issues and problems. Community stakeholders are community-based mechanisms that can help support and sustain a programme or project. For example, in implementing education projects, the mechanism can be the school governing council or the parents, teachers and community association.

This 5-day skills building and application training aims to build a framework to assess, develop and monitor stakeholder capacity in development programmes and projects. Participants learn to formulate an appropriate training curriculum that best responds to the needs of the community stakeholders, their mandate and responsibilities.

The course starts with reflection and discussion on the role of stakeholders in development work, the meaning and characteristics of capacity building for stakeholders and how capacity building of stakeholders helps in ensuring project success and sustainability. The course then focuses on how to identify and map different stakeholder groups relevant to the project, how to assess their needs and expectations and how to develop an appropriate training needs instrument. Based on training needs assessments, working groups of participants develop training curriculums. At the end of the course, working groups present the results of their training outcomes, which are then discussed among all participants and consolidated. A summary of good practices and lessons learned concludes this course.

Who should attend

The course will benefit all persons who participate in project and training management including:

- Training and Organizational Development Managers
- Programme/Project Development Managers
- Team leaders of a project
- NGO staff, community leaders and officers involved in designing and implementing institution building programs

Note: Participants should have prior experience in community development and engagement. To profit most from this course, participants should bring examples of existing community stakeholder issues related to their programs or projects.

Learning objectives: How you and your organisation will benefit

On this course, participants will be able to:

- Develop an community stakeholder framework which will be the basis for the identification and development of capacity building interventions for community stakeholders
- Design and present a community stakeholder assessment instrument as a tool for identifying and monitoring stakeholder growth
- Develop a training curriculum that is adapted to the needs of the stakeholders and to the programme/project.

Course programme

Day 1	Capacity building and community stakeholder mapping <ul style="list-style-type: none">• What is the purpose of capacity building for community stakeholders• Who are the community stakeholders relevant for the project• Defining capacity building for community stakeholders as programme/project partners• Identifying and mapping community stakeholders relevant for the project• Identifying stakeholders' needs and expectations
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Day 2	Developing a community stakeholder capacity framework <ul style="list-style-type: none"> • What is the purpose of a community stakeholder capacity framework • Defining the components of such a framework • Describing and defining stakeholder competences as programme/project partners • Describing gaps in knowledge and skills • Identifying effective capacity building interventions
Day 3	Creating an instrument to assess community stakeholder capacity <ul style="list-style-type: none"> • How to assess stakeholder capacity and gaps for the successful implementation of projects • Formulating the questions for the assessment • Using focus group discussion as a methodology for assessments • Conducting the assessment • Analysing the results of the assessment
Day 4	Designing training programs to close the gap <ul style="list-style-type: none"> • Overview of curriculum Development • Defining objectives of training programme based on stakeholder capacity assessment • Three phases towards a comprehensive training programme • Writing course descriptions for different stakeholder groups
Day 5	Sharing Proposed Community Training Programmes Participants present the results of their working group discussions on: <ul style="list-style-type: none"> • Community stakeholder capacity frameworks • Assessment instruments • Training Curriculum Presentations are followed by discussion.

Effective Programme Disengagement (2 days)

Achieving programme and project sustainability

Course overview

Before phasing out humanitarian and development programmes or projects, it is crucial to develop a sustainable disengagement strategy to withdraw responsibly.

A disengagement strategy, also known as exit strategy, should be part of any programme or project plan. The purpose of an adequate disengagement strategy is to plan and achieve the sustainability of a programme after its end and to deliver to its stakeholders the expected results corresponding to the original program objectives.

The disengagement strategy planning course is addressed for both emergency and development programmes. This two-day course focuses on:

- Ensuring sustainability of humanitarian and development interventions by developing and integrating an appropriate strategy and exit plan in project proposal development,
- Developing monitoring and follow-up tools for the implementation of the disengagement plan of action,
- For programmes or projects which need to be ended within a very short period of time: How to assess such situations and develop a fast-track approach with the involvement of all main stakeholders.

Who should attend

This course is intended in particular for:

- Programme and Project Managers (incl. newly appointed)
- Department Directors
- Heads of Office
- Heads of Operations
- Project Team Leaders.

*Learning objectives:
How you and your
organisation will benefit*

On this course participants will be able to:

- Identify key elements necessary to develop a successful disengagement strategy for a programme or project
- Analyse and describe stakeholders' needs in this context
- Define criteria for disengagement
- Develop objectives and strategic options in disengaging from a programme or project
- Select the best possible strategy and design a plan of action for its implementation
Develop monitoring and evaluation tools to follow-up the disengagement plan of action

Course programme

Day 1	Defining Criteria for Disengagement <ul style="list-style-type: none">• Overview of Disengagement Strategy• Linking disengagement planning and sustainability• How to improve stakeholder involvement and commitment• Selecting among three approaches in exiting a programme• Defining criteria for successful disengagement
Day 2	From Disengagement Plan to Implementation <ul style="list-style-type: none">• Developing disengagement objectives and strategic options• Fixing timeframes and stakeholder responsibilities• Establishing a plan of action for phase out period and handover• Implementing plan of action and meeting communication needs• Monitoring and evaluating the implementation on the plan of action

3. Information on further courses and dates

More courses will follow. We strive to offer a comprehensive course programme relevant for managing and leading successfully an NGO and other civil society organisations. This includes training on general management, financial management, human resources, organisational strategy and development, communications and marketing. To receive email notification about new courses, subscribe to the NGO Management School news (free of charge).

Our courses are open to employees of NGOs and other civil society organisations, individuals intending to establish a new NGO, prospective NGO personnel, staff of donor organisations and government agencies working with NGOs.

4. Our trainers

NMS trainers are qualified professionals with extensive training and working experience in conducting courses for NGOs in countries in the South and in the North. They have worked themselves in NGOs in senior positions, thus they know NGOs from the inside. Several of the NMS trainers have also served as advisors and consultants to senior executives of NGOs, to donor organisations and government agencies working with NGOs. NMS trainers thus know what is needed to succeed and what the challenges are both from the NGOs and the donors' perspective. Our trainers have conducted courses for NMS and on behalf of other organisations including for participants from the following:

- American Red Cross
- Asian Development Bank
- Australian Red Cross
- Bread for the World (Germany)
- Care International
- Federation of Red Cross and Red Crescent Societies
- GTZ (Germany)
- Helvetas
- International Committee of the Red Cross
- Japan International Cooperation Agency (JICA)
- Japan Social Development Fund
- Misereor (Germany)
- Norwegian Mission Alliance
- USAID
- World Bank

5. Learning methods

The training consists of structured learning exercises, case-studies and games. The NGO Management School uses customized learning materials to facilitate a smooth and fast-track approach to learning and to achieve course objectives. We favour a participatory approach and a high level of interaction among participants and trainers. Trainers and participants share experiences, good practices and lessons learned to enhance learning opportunities. Courses are process-oriented and favour the development of innovative approaches to solve problems. Trainers help participants to develop their capacity for self-reliance.

Participants can develop an individual project during each of the training courses. You can choose among the subjects taught in a course relevant to your own work. Participants help each other to develop their projects during working group meetings.

Each participant receives an individual consultation from the trainer, during or after the course, on how to further develop and improve a project developed during the course, or on another subject selected by the participant.

6. Course fees

Course fees cover tuition, training materials and handouts, lunch and refreshments during course breaks and a course certificate. Accommodation is not included. Reservations at recommended hotels are made upon request.

Course fees per person per day

The NGO Management School's non-OECD and OECD fees apply as follows:

1. Non-OECD fees apply for participants from countries in Asia, Africa, Latin America and Eastern Europe.
2. OECD fees apply for participants from OECD countries in Europe and North America; in Australia, Japan and New Zealand, and/or for all participants working for an international organisation with annual revenue of more than EUR 5 mio, or USD 7.5 mio.

	Non-OECD course fee				OECD course fee			
	Payment at least 8 weeks before course start		Payment less than 8 weeks before course start		Payment at least 8 weeks before course start		Payment less than 8 weeks before course start	
Course duration	EURO	USD*	EUR	USD*	EUR	USD*	EUR	USD*
1 day	170	250	200	300	240	350	270	400
2 days	340	500	400	600	480	700	540	800
3 days	510	750	600	900	720	1050	810	1200
4 days	680	1000	800	1200	960	1400	1080	1600
5 days	850	1250	1000	1500	1200	1750	1350	2000

- The course fee is calculated in Euro. The fee in USD is subject to change in accordance with the fluctuations of the exchange rate. For online foreign currency exchange information, we use www.oanda.com.

Course fees are calculated separately for each course. Please note that lower or higher fees may apply for certain countries, depending on travel costs for the trainers to the course location and other costs. Please refer to the NMS website for the exact fee for each course.

Reductions

If two or more persons from the same organisation participate in the same course, a 10% discount is available for the second and following participants.

For bigger groups and in-house training, please contact us on group rates.

For further inquiries, please send an email to courses@ngomanager.org.

Sponsorship

For each course organised by a partner organisation, the partner organisation obtains the participation free of charge for one member of their organisation. Partner organisations can also sponsor a person of their choice of another organisation. The sponsorship covers tuition and course materials, but not expenses for food.

The NGO Management School sponsors the participation of one person for each course it carries out in countries where it operates without partner organisations, namely in Switzerland and the Philippines.

Sponsorships are only available for scheduled courses and cover the course fees, but not travel and accommodation. Please send us an email to inquire about sponsorship criteria.

NMS is not in a position to help applicants to obtain sponsorships from other organisations. We encourage applicants to contact their organization or donor agencies to secure financial support.

7. Booking

Please download the registration form from the NMS website at www.ngoms.org and return it to us as an email-attachment to courses@ngomanager.org.

8. Terms and Conditions

1. Registration

Please fill in the registration form and send it as an email attachment to courses@ngomanager.org. After checking the availability of places in the course, we will confirm your registration by email. Following this confirmation, payment of the course is necessary within one week to confirm your reservation. Please note that your reservation is maintained only for one working week following our confirmation.

2. Payment

Participants pay course fees directly to the Partner Organization, and not to NMS. Participants from countries other than the country of the Partner Organization and where the course is held may pay either to the Partner Organization or to NMS in Switzerland. It is recommended that participants pay to the organization where their transfer costs are smallest.

For payment to the partner organization, please contact directly the partner organization for details. Please send a copy of the partner organization's payment confirmation and this registration form to NMS, at courses@ngomanager.org.

For payment to NMS, please transfer the course fee from any post office to the following Swiss postal account with this IBAN number (both are required):

NGO Management Group, No. 17-93330-4
IBAN CH35 0900 0000 1709 3330 4.

3. Confirmation of course

When the minimum number of participants is reached, the course will be confirmed to all participants.

When the minimum number of participants is not reached, participants will be reimbursed. The participant will be charged with the bank or postal fee necessary for the retransmission of the amount. There are no other administrative or other fees deducted from the course fee to be reimbursed.

4. Cancellation

If you find that you cannot attend, you may send a replacement, with written notice to the partner organization and to NMS.

If cancellation should be necessary, an administrative fee of Euro 50, or US\$ 65, will be charged up to 20 days before the start of your course. For cancellations less than 20 working days before the start of the course, the full registration fee is due.

5. Privacy:

Note that your address information and other information will only be shared with the partner organization involved in organizing the course, but not be passed on to third parties.

B. Partnership for Courses in Your Country

1. Partnership approach

Making management courses available for NGOs in your area is easy through the partnership between a local partner organisation and the NGO Management School. Together, we organise and deliver courses to NGOs. In this partnership, NMS provides:

- Qualified and experienced trainers
- Practice-oriented course curricula, which can be adapted to the local needs of the NGO community
- Course materials for participants with the essential information taught at the course, and other documents that serve as quick references and background information,
- Course certificates for participants
- Planning, marketing and administrative support, including texts for leaflets, letters and your organisation's website to announce the courses to other organisations, registration forms and other forms,
- Simple and transparent approach to cost calculation and payments
- Hotline phone support to the partner organisation prior to, during and after the course
- Tools and support for a local training needs assessment
- Information about upcoming courses and partner organisations on the NMS website, referring inquirers to its nearest partners.

The partner organisation:

- Announces and advertises the courses to the NGO community in your area, other organisations and interested individuals,
- Responds to inquiries from local NGOs and registers participants,
- Ensures proper management of course fees and payments,
- Organises the course venue at an appropriate location, organises lunch and refreshments during the course, reserves accommodation for participants upon request,
- Develops, jointly with NMS, and upon mutual agreement, a plan for future training courses in the area.

2. Benefits for partners of the NMS Partnership Programme

Becoming a partner enables your organisation to:

- Bring courses on NGO management directly to NGOs in your country and your area rapidly and easily. Management training helps to improve their efficiency and professionalism, thus enhances the quality of services to people in need and the overall development of NGOs
- Obtain compensation for your planning, administrative and marketing efforts for each course
- Obtain participation free of charge for a member of your organisation for each course organised, and reductions for other members of your staff
- Become a service provider in training and capacity building for NGOs and other civil society organisations in your area
- Obtain priority access to NMS' new courses on NGO management
- Receive the NMS Partner newsletter with good practices and lessons learned from other partners of NMS to facilitate organising courses.

3. Courses in your Country

There are three simple steps for you and your organisation to organize the first training course for NGOs in your community:

1

Contact us by [email](#). We will get back to you quickly with more details concerning the organisation of courses, the assistance provided by NMS and on financial matters. We will then call you by phone to discuss your needs and any questions you may have. A short letter of understanding between both partners then confirms the framework and procedures for the partnership. Note that carrying out courses is based on needs, thus there is no obligation to hold a certain number of courses.

2

Select one or more courses which you consider useful for the NGO community in your area. The content of each course can be adapted to fit local needs. We jointly fix a suitable date for the training. Then you:

- Announce and advertise the course to the NGO community and to interested individuals in your area,
- Brief inquirers on the course content and conditions and how to apply,
- Register participants and manage payments of course fees,
- Book an appropriate location for the course

Participants pay the course fees directly to your office. During registration, participants indicate the topics of their special interest to allow us to adapt the course concerned to their needs.

3

The course is confirmed when the minimum number of participants is reached. At this point of time, your organisation transfers to NMS its part of the fees according to the number of registered participants. Our trainer(s) travel to the training location, conduct the course(s) and provide individual consultations for the course participants.

The course fees are used to pay for the rent of the venue, training materials, food and refreshments, the trainer (travel, accommodation and fee), and for the administrative and marketing expenses of the partner organisation and NMS. A small part of the course fees is invested in the development of new courses.

4. Donors as partners

We adapt our courses to the specific needs of NGOs you support and carry out in-house training. Based on training needs assessments, we design special course curricula adapted to the needs of the participants. After course service can include follow-up of participants.

NMS courses can be held at a date and location of your choice. Group packages are available. Please contact us at courses@ngomanager.org for more information.

C. About the NGO Management School

1. About us

The NGO Management School was created in June 2006 by a group of people in Switzerland and the Philippines in response to a growing demand by NGOs and individuals for training in NGO management and organisational development. The School is a non-profit institution and its founders are volunteers. For more about the people at NMS, see our website.

If you would like to receive school news via email, please subscribe for the NMS news.

NMS Mission Statement

Our mission is to assist NGOs in the North and the South in developing sustainable management capacity to take effective action for the benefit of the communities or cause they serve. To this purpose, the NGO Management School makes training and learning opportunities easily accessible to NGOs by bringing courses close to where participants live and work. We are committed to working in partnership with local organisations, to ensure that course curricula are needs-led and that course fees are fair.

The NGO Management Group

The NGO Management School is a department of the NGO Management Group. The NGO Management Group (NMG) is an independent non-profit association based near Geneva in Switzerland. A group of professionals working in the humanitarian sector in Geneva, Switzerland, founded the volunteer association in December 2001. Our aim is to help NGOs in the North and in the South to enhance their management capacity to make a sustainable difference in the lives of the people and for the causes they serve.

Their starting point was to help NGOs improving their management capacity and performance by making widely available free management tools and key articles on NGO management through the NGO Manager website with a freely available [E-Library](#). Members from NMG maintain and develop the website.

NGO Manager
www.ngomanager.org

The NGO Manager Newsletter informs subscribers about new practical tools and useful articles related to NGO management. The newsletter is currently subscribed by more than 3500 persons from more than 70 countries in the South and in the North. Subscribers include people working for NGOs, donor organisations, multilateral organisations, government agencies and universities. The newsletter is free of charge. To subscribe to the newsletter, please visit [NGO Manager](#).

NMS members are NGO management specialists and practitioners who are working in the fields of development, environment, humanitarian aid and education in the South and the North. Several of NMG's members accomplished their studies in NGO management in the London School of Economics' Centre for Civil Society.

If you wish to know more about our activities and how you can help, please contact the editors, or leave us a voicemail message at 0041.22.534.96.84.

2. Contact the NGO Management School team

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